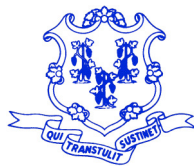


**STATE *of* CONNECTICUT
OFFICE *of* MILITARY AFFAIRS
(OMA)**

Annual Report 2009-2010

February 4, 2011



Robert T. Ross
Executive Director

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I. Introduction

George Washington called Connecticut the *Arsenal of Democracy*. From the beginning of America's democracy, Connecticut has played a key role in producing the diverse and highest quality human and physical resources for our nation's defense.

In 1794, after the Continental Congress decided to create a United States Navy, an expedition of "sober and industrious axe-men and Shipcarpenters" sailed from New London, Connecticut, to retrieve live oak, the hardest wood available to build the America's first warships at different shipyards along the eastern seaboard (Six Frigates, Ian W. Toll, pp. 60). These ships were not modified merchant vessels. They were designed from the keel up to be warships. One of them, the USS Constitution, remains the oldest commissioned warship in the world.

Since the first days of our democracy, Connecticut's defense manufacturing industry has continued without interruption. The ships, submarines, airplanes, jet aircraft, helicopters, firearms and advanced weapon systems built in Connecticut reflect our state's continuous innovation and ever expanding highly skilled workforce.

Connecticut's defense industry and military bases produce billions of dollars in economic activity throughout the state, in large and small businesses in virtually every municipality. Our collective interests in national security and state-wide economic impacts demands that we carefully watch over this national and state treasure.

Connecticut General Statutes 32-58b directs the Executive Director of the Office of Military Affairs (OMA) to, "prepare and submit a report of activities, findings and recommendations annually to the Governor and the joint standing committees of the General Assembly having cognizance of matters relating to commerce and public safety, in accordance with the provisions of section 11-4a of the general statutes."

The most recent Office of Military Affairs Annual Report for the year 2008, was delivered on January 29, 2009. Shortly thereafter, the Executive Director resigned and the office was vacant for much of 2009. In July 2009, Governor M. Jodi Rell appointed an interim Executive Director. However, the Senate's confirmation of that nomination was not obtained until February 24, 2010.

This report, submitted to the Governor and to the clerks of the Senate and the House of Representatives, will summarize and highlight previous and ongoing activities of the Office of Military Affairs for calendar years 2009 and 2010.

Comprehensive information about current issues and ongoing activities of the Office of Military Affairs is summarized and routinely updated on the OMA webpage: www.ct.gov/oma .

Questions or comments concerning this report should be directed to Bob Ross, Executive Director, at (860) 270.8074 or bob.ross@ct.gov .

II. Office of Military Affairs Overview

The Office of Military Affairs is established by Connecticut General Statutes 32-58b. Accordingly, “the Office of Military Affairs shall promote and coordinate state-wide activities that enhance the quality of life of all branches of military personnel and their families and to expand the military and homeland security presence in this state.”

Mission of OMA

- Coordinate efforts to prevent the closure or downsizing of Naval Submarine Base New London in Groton (“SUBASE”).
- Support Connecticut’s military families and enhance their quality of life.
- Advocate for Connecticut’s defense industry, a major component of the state’s economy and an engine of innovation and quality production for the U.S. Armed Forces.
- Encourage the retention of established military and defense industry missions and the relocation of new ones to the state.
- Serve as liaison to the Connecticut congressional delegation on defense and military issues.

Structure and Organization

As directed in statute, the Office of Military Affairs is established within the Department of Economic and Community Development (DECD) for administrative purposes only. OMA and DECD are co-located at 505 Hudson Street in Hartford, Connecticut.

The office is minimally staffed with a full-time Executive Director, designated as a department head in the executive branch, reporting directly to the Office of the Governor.

The OMA Executive Director is assisted by Mr. Stuart Fitzgerald, DECD’s Agency Operations Officer. Many other DECD staff members and interns also provide support for OMA in various functions, including but not limited to, office administration, financial management, legal counsel, information technology, economic research and legislative affairs.

The Washington D.C. based consulting and government relations firm, Clark & Weinstock (C&W), is retained by OMA to provide supportive services in Washington D.C. This firm played a key role in Connecticut’s successful effort to prevent the closure of the SUBASE in 2005. Under a contracted professional services agreement, C&W assists OMA in coordinating initiatives with the Connecticut congressional delegation, developing government and public communication strategies, tracking trends in defense

spending, projecting future developments in defense and homeland security matters, monitoring significant issues related to Connecticut's defense industries, representing OMA to Pentagon policy-makers, and recommending strategies and initiatives to advance and protect the state's interests in Washington.

The OMA Executive Director also serves as Chairman of the Connecticut Military and Defense Advisory Council (CMDAC). The Council is composed of senior legislators, defense industry officials and military leaders in the state, including the Adjutant General of the Connecticut National Guard, the Commissioner of Economic and Community Development, the Commissioner of Veterans Affairs, the Superintendent of the U.S. Coast Guard Academy and the Commanding Officer of the Submarine Base. The mission of the CMDAC is to provide technical advice and assistance to the Governor and General Assembly in matters pertaining to defense industries and military services in Connecticut.

Fiscal Year 2010-2011 Budget Summary

Since its inception in 2007, the OMA has seen a shift in expenditures from administration to personnel services. In its first year, the office had significant start-up costs. Now there is much less spent on administration and more on personnel. Previous OMA budgets didn't reflect consulting fees that were paid by the Office of Policy Management (OPM) and a part-time salary for DECD support. Those expenses are now included in the OMA and DECD budgets, more realistically reflecting the actual expenditures for the office. As the consultant fees were moved to OMA and DECD, the contract was renegotiated and reduced by 32 percent. While this transfer of fiscal responsibility from OPM reflects an increase in consulting fees in the OMA budget, it is actually an overall reduction in State expenditures.

| Office of Military Affairs | |
|---------------------------------------|-------------------|
| Personnel & Operations | FY 2010-11 |
| Salaries & Wages | 120,840.00 |
| Total Personal Services (PS): | 120,840.00 |
| Travel | 5,000.00 |
| Management Consultant Services | 20,000.00 |
| Delivery Services | 45.00 |
| Mail Process Services & Postage | 95.00 |
| Membership Dues | 200.00 |
| IT Maintenance & Support | 760.00 |
| Cellular Communication Services | 700.00 |
| General Office Supplies | 145.00 |
| Total Operating Expenses (OE): | 26,945.00 |
| Total PS and OE: | 147,785.00 |

III. Connecticut Defense Industry Outlook

In August 2010, Secretary of Defense Robert Gates called for more than \$100 billion in spending cuts and efficiencies in the Department of Defense over the next five years. Saying that DoD needs "more bang for the buck," the Secretary outlined a cost-savings initiative that included a five-step road map on how the Pentagon can be more efficient when it buys roughly \$400 billion worth of goods and services

This initiative, combined with the drawdown of troops in Iraq and Afghanistan, will cause inflation-adjusted annual DoD spending to drop by 20% over five years in 2011 dollars. The reductions will be widespread throughout the military services. Fortunately for Connecticut, the State's defense industry will not be as dramatically impacted as the country as a whole, or as other leading defense contracting states. The nation's security needs still rely heavily on Connecticut's technology and the innovation of the men and women who supply that technology in a cost-effective manner.

As shown in Figure 1 below, DoD projects that it will make \$12.963 billion in direct payments for purchases and pay to Connecticut entities in 2011. While this represents a 3.76% reduction in outlays of \$13.47 billion in 2010, nationwide DoD outlays for purchases and pay during the same period will be down 11.3%. By 2015, when nationwide defense spending is projected to have dropped by more than 20%, Connecticut will face only about a 10% cut, to \$12.290 billion. See Figure 2. On a per capita basis, Connecticut currently ranks 6th among all states with direct and indirect defense expenditures of \$4,953 per person. This is 66% higher than the national average of just \$2,986 per person. These figures are from the *October 2010 Projected Defense Purchases: Detail by Industry and State* report issued by DoD.

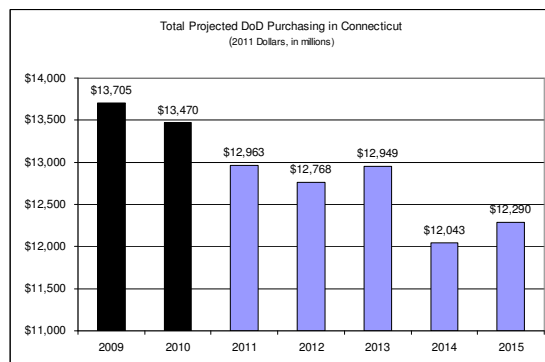


Figure 1

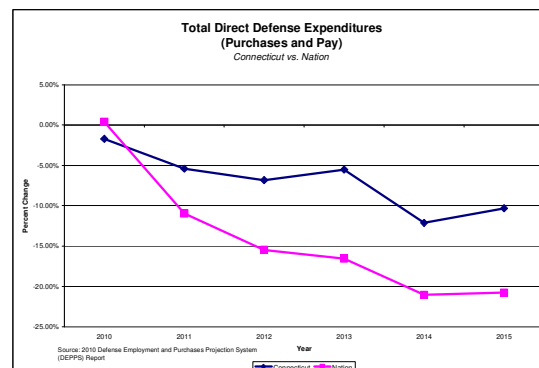


Figure 2

The estimates in the charts above and below depict "direct" and "indirect" defense expenditures in Connecticut. Direct defense expenditures are those that DoD itself makes. They include purchases of goods and services as well as military and civilian pay. By contrast, indirect expenditures represent purchases generated throughout the economy of items used to produce goods bought by DoD. For example, a direct expenditure for a helicopter stimulates indirect expenditures for electronic components, tires, aluminum, engineering and logistics services used to manufacture the aircraft.

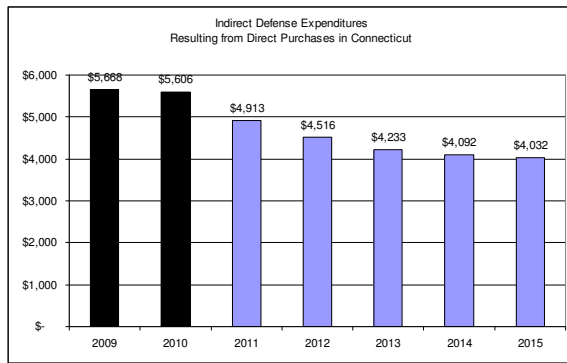


Figure 3

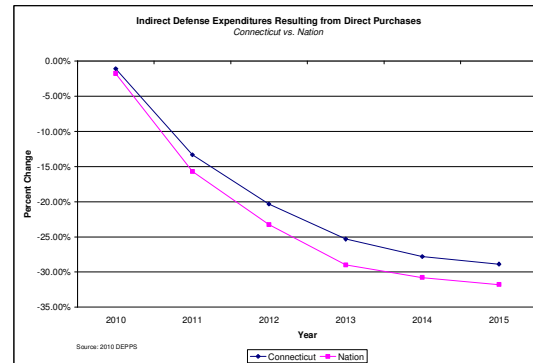


Figure 4

With respect to indirect expenditures, the forecast for the State shows a decrease from \$5.6 billion in 2010 to approximately \$4 billion in 2015. See Figure 3. This decline more closely tracks the projected national drop, as depicted in Figure 4. The steep decrease in indirect expenditures, 29% from 2010 to 2015 for Connecticut, is likely the result of Secretary Gates' policy to decrease the use of contractors and apply some of the savings to pay for military personnel.

In the years ahead Connecticut is projected not only to out-perform the national average in direct and indirect expenditures, but it will also be less impacted by the drawdown than all the top 10 defense contracting states in the country. As shown in Figure 5, Connecticut's projected decrease of about 10% by 2015 in direct expenditures compares very favorably to the other leading defense contracting states. For example, Florida is expected to show almost a 30% drop in total DoD expenditures, while California – with a huge defense base – is facing a decrease of about 20%. In indirect expenditures, the Connecticut's projected decline of about 29% is less severe than any state except Arizona, which shows about a 27% slide. (Figure 6)

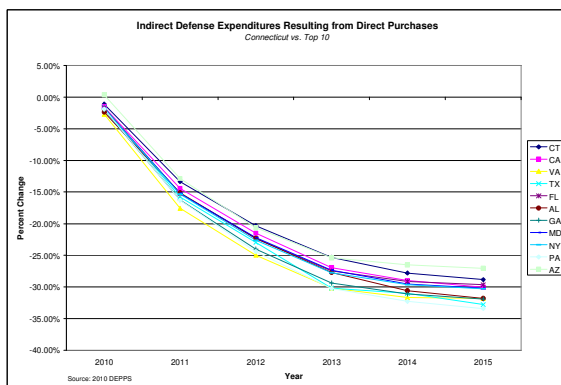


Figure 5

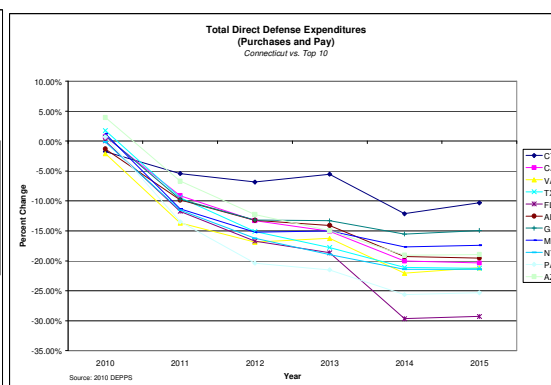


Figure 6

In addition to direct and indirect DoD spending in the State, Connecticut also benefits from “induced” expenditures derived from the wages and salaries of DoD personnel and from military retirement pay. Induced expenditures are defined as household purchases from defense personnel, including retirees, which occur in the State.

As illustrated in Figure 7, induced expenditures in Connecticut are forecast to increase 27% from 2009 to 2015.

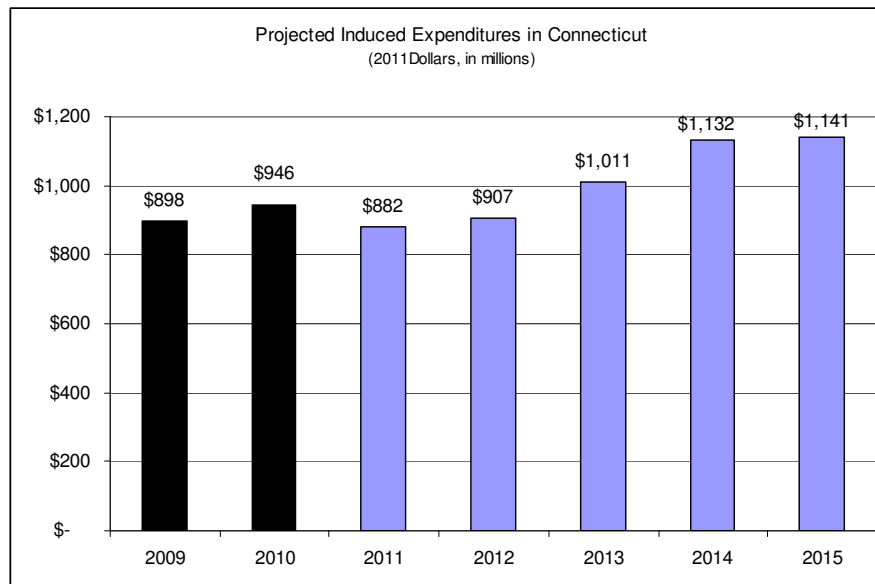


Figure 7

The anticipated slowdown in defense spending will impact market segments differently. The areas facing the biggest cuts in the DoD budget are tracked vehicle manufacturing, military construction and Operations & Maintenance. The impact to these areas is a direct result of the change in U.S. operations in Iraq and Afghanistan and the Secretary's cost cutting initiative. The cuts will most adversely impact the vehicle manufacturing base in the Midwest and states with large Army bases. On the other hand, aerospace and shipbuilding – including submarines -- spending is expected to increase slightly nationwide. Both are key parts of the State's defense industrial base.

Annual F-35 Procurement Quantities

(Figures shown are for production aircraft; table excludes 13 research and development aircraft)

| FISCAL YEAR | F-35A (USAF) | F-35B (USMC) | F-35C (Navy) | Total |
|------------------|--------------|--------------|--------------|-------|
| 2007 | 2 | 0 | 0 | 2 |
| 2008 | 6 | 6 | 0 | 12 |
| 2009 | 7 | 7 | 0 | 14 |
| 2010 | 10 | 16 | 4 | 30 |
| 2011 (Requested) | 23 | 13 | 7 | 43 |

Figure 8

Source: Prepared by Congressional Research Service based on DoD data.

As illustrated in Figure 9, aerospace purchasing will remain the State's leading defense sector and is projected to grow slightly from \$4.3 billion in 2009 to \$4.5 billion in 2015. Increased procurement of the F-35 Joint Strike Fighter by the Navy, Marines and Air Force is a key factor (see Figure 8) for this growth as Pratt & Whitney is the primary engine supplier to the program. Shipbuilding will see strong growth, from \$2 billion in 2010 to \$3.2 billion in 2013 before receding back to about \$2.5 in 2015. This is

due to production of two submarines a year by Electric Boat, starting in 2011. Professional, scientific and technical services spending by DoD in the State will see a slow, but steady decline – mirroring national trends -- but other industry sectors remain relatively steady through 2015.

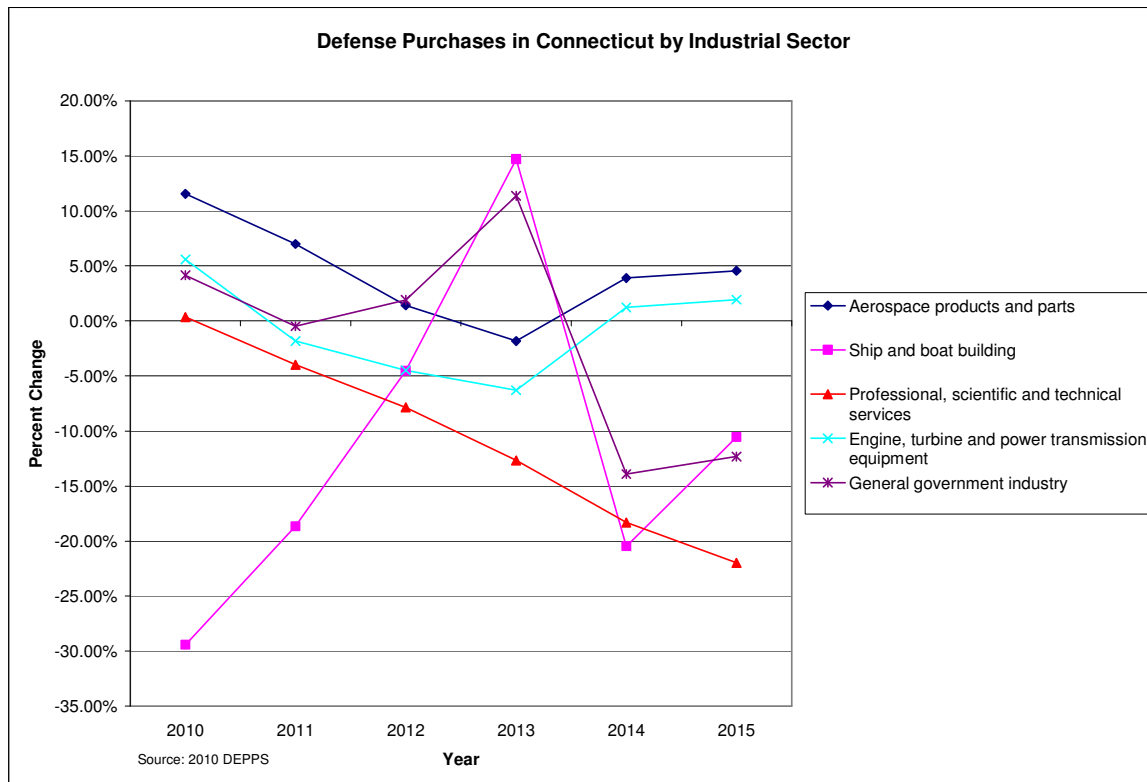


Figure 9

Looking back on the last decade, as depicted in Figure 10, defense industry spending in Connecticut has grown substantially since 2000 and peaked in 2008/2009. This was the last period before the wind down of Operation Iraqi Freedom, for which annual supplemental emergency appropriations measures were used to fund the war on top of yearly DoD appropriations. Figure 10 illustrates the six-fold growth in DoD spending in Connecticut over the last decade, which was consistent with the nationwide growth in national security expenditures. Note that the 2008 and 2009 spending differs from the figures presented earlier as they are drawn from a different government database that only tracks defense contracts, and thus do not include military/civilian pay.

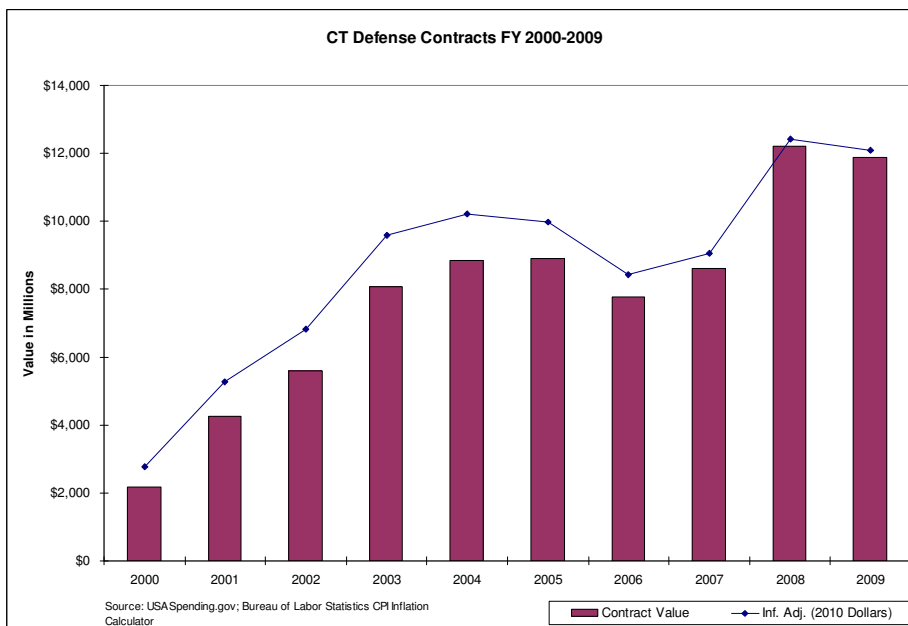


Figure 10

While submarines, aircraft and jet engines are clearly the leading industry segments of DoD purchasing in the State, many other products and services benefit from Connecticut's robust defense industrial infrastructure. For example, small arms purchases by DoD were \$155 million in 2009 and dock maintenance and repair totaled almost \$140 million. Figure 11 illustrates the top 15 products and services purchased by DoD in Connecticut.

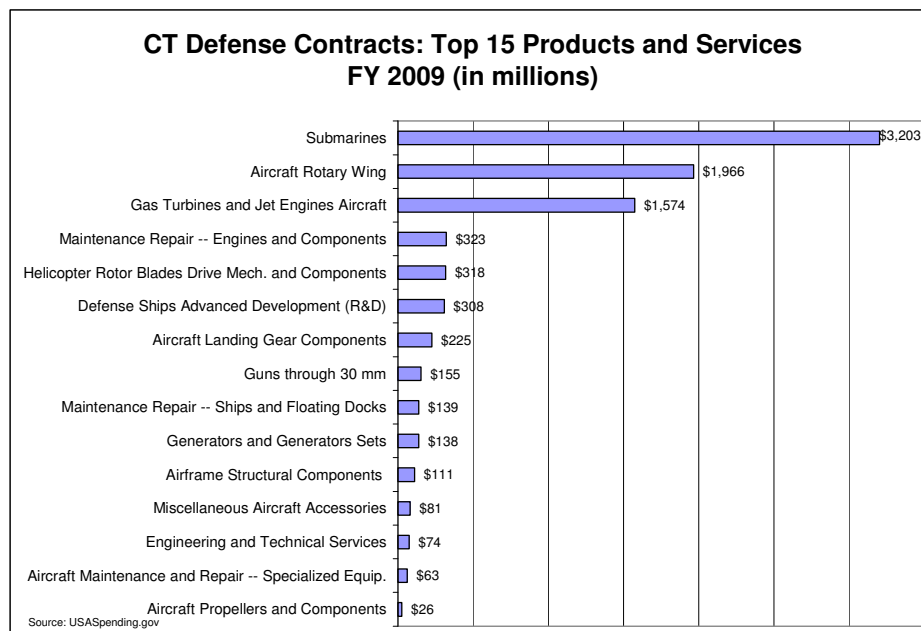


Figure 11

Exports of Defense Equipment/Services

The amounts in Figure 10 show approximately \$12 billion in defense contracts to Connecticut companies or for work being done in the State in 2008 and 2009. These totals are based on reporting by DoD of contracts awarded. However, they are understated because they do not include all exports of defense articles and services provided by Connecticut companies to foreign countries and international organizations.

There are two ways in which foreign customers obtain defense articles and services from U.S. firms: (1) Under DoD's Foreign Military Sales (FMS) program, in which DoD contracts for defense items and services on behalf of foreign governments; (2) via direct commercial sales (DCS) by U.S. companies, which obtain export licenses from the State Department that allow them to negotiate directly with foreign customers.

FMS contract awards are made public by DoD and tracked like other contracts, and are thus included in the Figure 10 totals. However, direct sales to foreign customers are not included in such reporting and thus are difficult to monitor. The State Department submits annual reports to Congress on DCS sales and licensed commercial exports of "major weapons" valued at \$7 million or more, and other weapons or defense equipment valued at \$25 million or more. Exports of defense items of lesser value are not reported.

Accordingly, it is not unreasonable to conclude that Connecticut's defense industry accounts for tens or even hundreds of million dollars more in annual sales than those reflected in Figure 10.

Long-Term Prospects – Defense

Connecticut is well positioned to maintain a strong defense industry in the years ahead. The Information Technology and Innovation Foundation recently ranked Connecticut as one of the top five states at the forefront of the nation's movement toward a global, innovation-based new economy. The organization's 2010 State New Economy Index ranks states on 26 indicators to assess their capacity to successfully navigate economic change. It specifically measures the extent to which state economies are knowledge-based, globalized, entrepreneurial, IT-driven and innovation-based. Many defense industry jobs fall into these categories.

| New Economy Index Top 10 | | |
|---------------------------------|---------------|-------|
| Rank | State | Score |
| 1 | Massachusetts | 92.6 |
| 2 | Washington | 77.5 |
| 3 | Maryland | 76.9 |
| 4 | New Jersey | 76.9 |
| 5 | Connecticut | 76.6 |
| 6 | Delaware | 75.0 |
| 7 | California | 74.3 |
| 8 | Virginia | 73.7 |
| 9 | Colorado | 72.8 |
| 10 | New York | 71.3 |

Connecticut ranks 5th overall in the report, and there are some areas where it ranks even higher. Most significant among these factors is that Connecticut ranks 3rd in the category of “Attracting Knowledge Workers” and 2nd in “Manufacturing Value Added.” Defense contractors, of course, benefit from the base of “knowledge workers” such as engineers and designers. But it is the jobs the defense industry provides that attracts these valuable employees to the state and keeps them here. The skill of the workforce enables Connecticut-based businesses to produce capital-intensive and technologically complex products like nuclear powered submarines, jet engines and military helicopters.

While defense contracting in Connecticut will unquestionably fare better than other states in the years ahead, there are still potential pitfalls that we must carefully guard against. A future Base Realignment and Closure (BRAC) round and the procurement schedule of key weapons systems produced in the State will be major factors.

Major weapons systems such as the *Ohio*-class ballistic missile submarine replacement program and the F-35 JSF could also be reevaluated by the Pentagon. The F-35 program has been plagued by delays and cost overruns and orders that were expected from foreign governments have already been cancelled. The ballistic missile submarine replacement program, known as SSBN(X), is also under close scrutiny from a cost perspective. Ashton Carter, the Pentagon's top weapons buyer, was quoted in *The Washington Post* stating that Pentagon officials are looking to trim "bells and whistles" on a new fleet ballistic missile submarines. The total program has been estimated to cost \$100 billion. In early 2010, the Navy's estimated cost of \$7 billion per submarine was considered unaffordable. In September, Navy officials said they had reduced the average unit procurement cost to \$5.75 billion in FY 2010 dollars.

Despite such challenges and the DoD spending trends described above, the future remains relatively favorable for Connecticut's defense industrial base.

IV. Submarine Base New London and the Submarine Industrial Base

Chief among the reasons to create the Office of Military Affairs was the very real probability that the SUBASE in Groton would be closed. Twice it was targeted by the Defense Department for closure in the BRAC process. Twice, *Team Connecticut*, a group of public and private sector individuals, got organized, and worked tirelessly to reverse the almost certain closure of the base. The primary task of OMA is to do proactively what *Team Connecticut* had to do reactively in 1993 and 2005. We don't want to wage this battle again.

Currently, there are no set plans for another BRAC round. Should one begin, it is not likely to begin until 2014 or 2015, following the currently scheduled completion of the Quadrennial Defense Review in 2013. The 2005 BRAC Commission recommended that the next round begin in late 2014, with a final report to be issued by June 30, 2015. It is unlikely but not inconceivable that a round could be started earlier as part of the federal government's wider efforts to address the federal deficit.

The predictable economic catastrophe associated with the potential closure of the SUBASE is obvious to anyone familiar with southeastern Connecticut. The loss of the positive effects we realize from the base -- its \$4.5 billion annual economic impact and over 15,000 jobs -- would be devastating. The ripple effect throughout the state would simply be the reverse of what we experience today. Hundreds of small businesses deriving their business and clientele from the base would go under. Without this economic anchor, the regional economy would be adrift.

In July 2007, the General Assembly authorized \$50 million for investments in *military value* at the SUBASE to protect it from closure. Since then, funding has been directed to several carefully selected projects. This strategy seeks to use the criteria of a BRAC Commission to enhance the *military value* of the base, thereby decreasing the likelihood it would be targeted for closure. By increasing *military value* in operations, infrastructure and efficiency, we reduce the feasibility of closure because DOD simply can't afford to recreate it anywhere else. It's not about sunk cost. It's about current and future *military value*.

Today, the SUBASE is undergoing a remarkable transformation as we demolish old infrastructure and replace it with modern capacity. People familiar with the SUBASE recognize its ongoing dramatic transformation into a modern campus of new buildings, specifically designed for unique operations, specialized training and high-tech support functions associated with producing and maintaining our nation's submarine force.

Working in a close partnership with Navy officials in Connecticut and at the Pentagon, the Office of Military Affairs established a legal framework, through which the State could transfer funds to the Navy for carefully selected projects.

In September 2009 the Governor met with Secretary of the Navy, Ray Mabus to launch this unprecedented initiative. No other state in the nation has ever fully funded major military construction projects on a federal base. The Secretary of the Navy noted

this historic precedent when he said, “Investing in the base shows a lot of foresight on behalf of the state government, the legislature and the governor... The state’s actions have gone a long way to making sure we maintain the industrial base here in Connecticut.”

The first projects focused on base infrastructure improvements. The design and construction of a \$3 million boiler for stable and energy-efficient steam generation will modernize an antiquated inefficient system. The design and construction of a \$4.65 million Diver Support Facility will provide for the maintenance of submarines homeported in Groton and also for those deployed to the North Atlantic and Mediterranean areas of operations.



GROTON, Conn. – (September 24, 2009) As Secretary of the Navy Ray Mabus, and members of the Connecticut State legislature look on Governor M. Jodi Rell signs letter allotting 7.65 million dollars from the state to make infrastructure improvements on Naval Submarine Base New London. U.S. Navy photo by MC1(AW) Peter D. Blair

In December 2010, the Governor formally presented the Navy with the second round of *military value* investments to fully fund two state-of-the-art, first-of-a-kind training facilities on any Navy base. A \$740 thousand fully-functional replica of a Virginia Class submarine galley will provide a realistic training environment to prepare Culinary Specialists for the unique challenges of food service in a submarine environment. And a \$2.48 million structure will house a high-tech Submarine Bridge Simulator to enhance training for submarine commanders and their bridge teams in surface navigation. Both of these projects add unique *military value* to the Submarine School, a major tenant command on the SUBASE.

In January 2010, Governor Rell, recognizing this unique partnership with the Navy, asked the Secretary of the Navy to give preference to Connecticut-based contractors who are qualified and competitive to bid on and perform these construction projects. This preference has also been supported by members of our congressional delegation. Thus far, all of the state-funded projects have maximized the use of local contractors, providing an immediate indirect return on investments to Connecticut’s economy.



GROTON, Conn. - (December 23, 2010) Connecticut Governor M. Jodi Rell (left) shakes hands with Assistant Secretary of the Navy (Energy, Installations and Environment) Jackalyne Pfannenstiel (right) after the Navy's formal acceptance of \$3.22 million in state funding to construct new training facilities on the base. U.S. Navy photo by SN Michael Henderson.

As important as these state-funded investments are, they represent only a small fraction of the military construction projects underway on the base. There are currently over \$100 million worth of demolition and construction projects in various stages of completion on the base. Many of these projects were programmed for completion in future years of military construction appropriation bills. Our congressional delegation has successfully accelerated funding to bring many projects forward. Projects include \$6.57 million for a MK-48 Torpedo Magazine and \$12.9 million for a new Submarine Group TWO headquarters building, currently pending in the 2011 military construction bill, yet to be passed by Congress.

The Office of Military Affairs will continue to work closely with our congressional delegation, state and local officials, regional stakeholders and Navy leadership to identify future projects as part of our ongoing strategy to enhance the *military value* of the base and protect it from closure in a future BRAC process.

Connecticut's Submarine Industrial Base

Central to the argument *Team Connecticut* advanced in the 2005 BRAC was that the SUBASE was not given adequate credit for the *unparalleled synergy* created in the close proximity and interactions between so many public and private submarine defense industry and military organizations. Submarines are designed and built at Electric Boat in Groton. All submarine personnel receive basic and advanced training at the SUBASE. Tactics are developed by Development Squadron 12 on the base. The Naval Undersea Warfare Center in Newport, RI conducts research and development activities in Newport and on the SUBASE. The Naval Undersea Medical Research Labs are located on the base and it is, of course, home to the Historic Ship Nautilus and the Naval Submarine Force Museum where the nation's submarine force history is archived. These organizations, and many others, coalesce to create a Submarine Force Center of Excellence – the center of gravity for nation's undersea profession.

Understanding the value of this synergy has led the State to also enter into assistance agreements with Electric Boat as the nation's premiere manufacturer of undersea platforms and technologies. In 2007 the state helped EB refurbish dry docks in their shipyard. The state's \$9.9 million investment helped EB complete a \$65 million project that kept submarines here and brought other business to the region, allowing EB to complete over \$375 million worth of work in just the first two years following recertification. These depot-level facilities, in close proximity to the SUBASE, are also a consideration a BRAC Commission takes into account when assessing the value of the SUBASE.

In July 2010, the State helped EB purchase the former Pfizer headquarters building in New London. A 3-year \$15 million manufacturing assistance agreement enabled EB to expand our industrial base. This major expansion will give EB the space needed for their work in designing the replacement for the Ohio Class Strategic Ballistic Missile Submarines (SSBN). This project will bring some 700 engineers to southeastern Connecticut. And the building will also accommodate a workforce to produce ongoing technology upgrades for the Virginia Class submarines, many to be stationed at the SUBASE.

While investments in our submarine industrial base initially appear to be concentrated in southeastern Connecticut, their impacts have state-wide effects. For example, in the Virginia Class program, 622 suppliers are dispersed in all five congressional districts, with the largest concentration in central Connecticut's 1st District. All together, they supply over \$600 million worth of goods and services in this defense acquisition program alone. As we increase production of Virginia Class submarines to two per year, the impact on our state economy is tremendous.



New London, Conn. - (July 21, 2010) Governor M. Jodi Rell announces an assistance agreement helping Electric Boat purchase the Pfizer building. EB photo by Gary Slater.

V. Quality of Life and Military Service in Connecticut

As stated in Section II above, the Executive Director of OMA is the designated Chairman of Connecticut's Military and Defense Advisory Council (CMDAC). This council is charged with providing "technical advice and assistance" to the Governor and General Assembly. The council is composed of senior leaders from many state agencies and includes the Superintendent of the U.S. Coast Guard Academy, the Adjutant General of the CT National Guard, The Commissioner of Veterans Affairs and the Commanding Officer of the Submarine Base.

Since assuming the CMDAC Chairmanship, the OMA Executive Director has convened the council meetings at military locations, open to the public, including the Submarine Base, the Coast Guard Academy and Camp Rell in Niantic. Hosting meetings at these locations provides council members' exposure to the unique missions and challenges faced by each of the services in Connecticut. These meetings provide excellent forums for leaders to articulate and resolve issues related to defense industries, military operations and quality of life and service for service members and their families in Connecticut.



GROTON, Conn. (April 16, 2010) - The Los Angeles-class attack submarine USS Philadelphia (SSN 690) passes the U.S. Coast Guard Barque Eagle (WIX-327) as it approaches Naval Submarine Base Groton.

One of the greatest services provided by OMA and the CMDAC is to be the chief advocate for military and defense interests. As a department head, the OMA Executive Director often represents the military on a variety matters to other agency heads. For instance, OMA personally worked with the Commissioner of the Department of Motor Vehicles to resolve a significant quality of life issue for service members and their families, returning from service overseas. The DMV Commissioner issued a policy to remove the obstacle these service members were facing in obtaining a state drivers license.

OMA engaged the Commissioner of the Department of Environmental Protection to restructure a more cooperative agreement with the Submarine Base to regulate and

reduce water discharges into the Thames River. OMA also engaged the Commissioner to help resolve obstacles to dumping dredging spoils necessary for the base to homeport Virginia Class submarines.

OMA was also instrumental in resolving issues affecting the children of military families in public schools. The state requires that school physicals be signed by a physician. However, school physicals performed on a federal facility, under federal standards are signed by an Advance Practice Registered Nurse (APRN). At OMA's request, the State Board of Education issued clarification, authorizing school nurses and superintendents to accept physicals signed by an APRN in the cases of military families.

OMA is also working with regional leaders, LEARN (a regional educational service center), and the Military Superintendant's Liaison Committee to make charter and magnet schools available to military families. The services tend to transfer families in the summer months to avoid moves during the school year. However, the unintended consequence of this DoD policy is that military families often can't establish residency in time to compete in the drawing/lottery for seats in charter and magnet schools. Local superintendents are now implementing a pilot program to hold back a number of seats to be made available to Highly Mobile Families (HMF) when they arrive later in the summer months. This will benefit military families, giving them a level playing field to compete for seats in these unique educational programs.

The state of Connecticut is an active member of the Interstate Compact on Educational Opportunity for Military Children. This national organization recognizes the unique challenges military children face as members of families in transition. Making reasonable accommodations for these children in matters such as immunizations, physicals, administrative and academic documentation seeks to reduce the adversities associated with the many relocations imposed on military families.

OMA initiated a process to establish a Veterans Upward Bound program in Connecticut. This program is federally-funded under a competitive grant in the Department of Education. The program identifies veterans leaving the service, intercepts them before they return to their previous life circumstances that prevented them from going to college, and prepares them for success in using the college benefits they earned in the service. The Commissioner of the Department of Veterans Affairs and the Executive Director of the Office of Military Affairs are jointly coordinating the State's application for this program to serve veterans and produce more first generation college graduates in Connecticut.

To promote appreciation of our military communities, OMA was responsible for obtaining and promoting a military appreciation theme at the recent Travelers professional golf tournament in Hartford. And working with the Eastern Connecticut Chamber of Commerce, an annual Military Appreciation Breakfast was established in southeastern Connecticut to honor service members from all branches of the military. These venues offer great opportunities to showcase the supportive relationships and professional partnerships established between the State and our military communities.



Cloe Poisson/Hartford Courant

Windsor Locks - (November 17, 2010) PFC James Mowen kisses his fiancé, Shannon Barron, of Newington, after he arrived at the Army Aviation Support Facility in Windsor Locks Wednesday a deployment in Afghanistan. PFC Mowen arrived in the first wave of morning after about 200 troops from the 1st Battalion, 102nd Infantry, and Company F, 186th Brigade Support Battalion of the Connecticut Army National Guard.

OMA successfully obtained a special designation for the Eastern States Exposition (BIG-E) as a “Navy Week” in 2011. This designation will bring U.S. Navy performance units and public relations activities to the Big-E. It will be an opportunity to reach millions of people with information about the Navy’s presence in New England and highlight the fact that Submarine Base New London is the last operational Navy base in all of New England. It will also serve as a great marketing opportunity to promote OpSail 2012 and the Navy’s commemoration of the 200th anniversary of the War of 1812, both of which were scheduled for New London, Connecticut due to the initiative of OMA. New London was not on the original list for OpSail 2012 and Navy 1812 Commemorative port visits. OMA’s contacts within the Department of the Navy, well-established in our *military value* investments program, was key to obtaining these opportunities for Connecticut.

VI. Conclusion

As of this writing, at least 29 states have established Offices of Military Affairs to protect their constituents' interests in military and defense industries within their jurisdictions. The many offices vary in size and organization. Some are positioned within the Office of the Governor. Some are established as stand alone state agencies within the executive branch. Some are established within other existing state agencies. Some are quasi-public and use combined public and private sector resources. Some are fully out-sourced, relying solely on lobbyists and consultants retained by the state. Still, others are set-up as non-profit partnerships. Their budgets and staffing are just as diverse, ranging from staffs as large as 30 people and annual expenditures many times greater than Connecticut's. However, most follow a pattern similar to Connecticut. They use a very small office, attached to a larger agency for resources, and charge the office with leveraging existing agencies and resources to accomplish a very discrete role in state government.

Connecticut's Office of Military Affairs demonstrates an efficient model for achieving strategic outcomes. Since it was established just over three years ago, the office has produced a partnership with the Department of the Navy that is unprecedented in the United States. The SUBASE is now in a much better position to withstand another round of BRAC. The Connecticut National Guard and U.S. Coast Guard Academy are realizing expansions with new facilities to support their missions. OMA has helped coordinate consistent and sustained increases in defense and military economic impacts within the state. Most importantly, OMA has advanced the *quality of life* and *quality of service* for service members and their families, stationed here and deploying to destinations around the world.

Residents should be proud of Connecticut's early history as the arsenal of democracy. It is part of our character, embedded in the economic fabric of our state and a legacy that should be carefully protected. The Office of Military Affairs will continue to seek opportunities to enhance military and defense industry presence in Connecticut and advocate for the many organizations and people in our state who serve and support our nation's defense.

Respectfully Submitted,



Robert T. Ross
Executive Director

Appendix A: Connecticut General Statute 32-58b

Sec. 32-58b. Office of Military Affairs established. Duties of executive director. (a) There is established an Office of Military Affairs within the Department of Economic and Community Development for administrative purposes only. The Office of Military Affairs shall promote and coordinate state-wide activities that enhance the quality of life of all branches of military personnel and their families and to expand the military and homeland security presence in this state.

(b) The Governor, in consultation with the Commissioner of Economic and Community Development, shall appoint an executive director to manage the daily activities and duties of the Office of Military Affairs. The executive director shall have the necessary qualifications to perform the duties of said office, including, but not limited to, having prior military experience, and having attained the rank of an officer within a branch of the armed forces. The Governor shall give preference to any person with the necessary training and experience who has served in the Navy or who has knowledge or prior experience with the federal Base Realignment and Closure or "BRAC" process. Within available appropriations, the executive director shall: (1) Appoint, employ and remove such assistants, employees and personnel as deemed necessary for the efficient and effective administration of the activities of the office; (2) coordinate state and local efforts to prevent the closure or downsizing of Connecticut military facilities, particularly United States Naval Submarine Base-New London, located in Groton; (3) maximize the state's input into the federal Base Realignment and Closure or "BRAC" process, including, but not limited to, (A) acting as liaison to the state's congressional delegation on defense, military and BRAC issues, and (B) acting as liaison to consultant lobbyists hired by the state to assist in monitoring activities related to BRAC; (4) encourage the relocation of military missions to the state; (5) coordinate state and local efforts to enhance the quality of life of all branches of military personnel and their families living or working in Connecticut; (6) review and make recommendations for state policies that affect Connecticut's military facilities and defense and homeland security industries; (7) coordinate state, regional and local efforts to encourage the growth of Connecticut's defense and homeland security industry; (8) support the development of a Defense and Homeland Security Industry Cluster; (9) establish and coordinate a Connecticut Military and Defense Advisory Council to provide technical advice and assistance; (10) oversee the implementation of recommendations of the Governor's Commission for the Economic Diversification of Southeastern Connecticut; and (11) prepare and submit a report of activities, findings and recommendations annually to the Governor and the joint standing committees of the General Assembly having cognizance of matters relating to commerce and public safety, in accordance with the provisions of section 11-4a.

Appendix B: Biography of OMA Executive Director



Robert T. Ross

Bob Ross grew up along the front range of the Colorado Rocky Mountains. At 17-years-old, he enlisted in the U.S. Navy and served aboard the aircraft carrier USS Lexington (CV-16), and at Naval Station Adak, Alaska, where he specialized in human resources management. Petty Officer Second Class Ross was honorably discharged in 1980 and used the G.I. Bill to attend college, graduating Summa Cum Laude in 1985.

He returned to the Navy and received his commission at Naval Station Newport, RI, on February 7, 1986. As a junior officer, he again reported to the USS Lexington (CV-16) and earned his formal designation as a Navy Surface Warfare Officer (SWO) in 1988. He piloted this aircraft carrier while conducting flight operations in international waters. This unique experience to serve as a junior enlisted sailor and then as an officer on the same ship shaped his appreciation for the unique demands placed on service members and their families of all ranks.

In 1989, he reported to the guided missile cruiser USS Monterey (CG-61), still under construction in Bath, ME. As the Ordnance and Nuclear Weapons Officer, he was responsible for all weapons and launching systems aboard the ship and organized professional warfare training for all officers. Moving from the oldest aircraft carrier in the world to the U.S. Navy's newest warship shaped his appreciation for new technologies and the professional development of our armed forces.

He was selected for special duty as a Navy Public Affairs Officer in 1991. In this role he coordinated internal communications, news media relations and community affairs. He served as a Navy spokesman at the Pentagon from 1991 to 1992. He served with the Eisenhower Battle Group as Director of Public Affairs for 13 ships deployed to the Mediterranean Sea and Arabian Gulf. He then served as Director of Media and Community Relations for the Atlantic Fleet, based in Norfolk, VA.

He earned a masters degree in National Security and Strategic Studies at the U.S. Naval War College in 1998, and reported to Submarine Group TWO in Groton, CT. Then, as Public Affairs Director for Navy Region Northeast, he coordinated public affairs for all bases in New England, New York and New Jersey. In his last Navy assignment, he was Director of Public Affairs for the United States Sixth Fleet, based in Gaeta, Italy.

After retiring from the Navy in 2003 to pursue further public service in municipal and state government, he completed an MPA at UCONN in 2004. He temporarily moved back to Colorado for two years where he served as an Emergency Manager and City Administrator for the City of Cripple Creek, CO. Upon his return to Salem, CT, he was elected First Selectman in 2007.

He was nominated by Governor M. Jodi Rell as Executive Director, Office of Military Affairs, and his nomination was unanimously confirmed by the Connecticut State Senate on February 24, 2010.

EDUCATION:

M.A., Public Policy and Administration, University of Connecticut (2004).
M.A., National Security and Strategic Studies, Naval War College Newport, RI (1998).
Certificate, Graduate Studies, Govt. Communication, University of Oklahoma (1997).
B.A. Communication, Bethany College, Bethany, OK (1985).

PERFORMANCE AWARDS:

The LEGION OF MERIT for distinguished public service in European, Middle Eastern, Mediterranean and Black Sea regions. Three MERITORIOUS SERVICE MEDALS for meritorious service in the Atlantic Fleet. The NAVY COMMENDATION MEDAL for coordinating public events, including three events with Presidents of the United States. The ARMY COMMENDATION MEDAL for outstanding performance in Operation Desert Storm. The JOINT SERVICE ACHIEVEMENT MEDAL for outstanding performance in Operation Restore Democracy. Two NAVY ACHIEVEMENT MEDALS for superior performance in Naval Surface Warfare, Navigation and Security Operations.

PERSONAL INTERESTS AND CIVIC ACTIVITIES:

Member, Board of Directors, Southeastern CT Enterprise Region (2010-2011).
Member, Board of Selectmen, Town of Salem, CT (2007-2011).
Council Member, UCONN MPA Alumni Association (2009-2011).
Adjunct Professor, Department of Public Policy, UCONN Graduate School (2009).
Adjunct Professor, Public Administration, Eastern Connecticut State University (2008).
UCONN MPA Program Young Distinguished Alumni Award (2008).
Board Member, Southeastern CT Council of Governments, Norwich, CT (2007-2009).
Member, Connecticut Council of Small Towns (2007-2009).
Member, Lions Clubs International, Salem, CT (2007-2011).
Graduate, Leadership Pikes Peak, Colorado Springs, CO (2006).
Commissioner, Charter Commission, Town of Salem, CT (2003-2004).
Lead Organizer, U.S. participation in the 1st Special Olympics in Italy (2001-2002).
Member, Board of Directors, International Naval Review, New York, NY (2000).
Volunteer, Habitat for Humanity, Norfolk, VA (1995-1996).
Volunteer, Norfolk Emergency Shelter Team (NEST), Norfolk, VA (1993-1995).

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